

Solid Waste Services

MISSION STATEMENT

The mission of the Solid Waste Services Division is to manage the County's municipal solid waste in an environmentally and economically sound manner. The goal is to recycle 50 percent of the municipal solid waste stream through an integrated solid waste management system which includes waste reduction, reuse, and recycling. Waste delivered to the County that is not reused or recycled is processed in a Resource Recovery Facility (RRF) which produces electricity, while nonprocessible waste, bypass waste, and ash are landfilled. The Division also provides contractual refuse collection services to single-family households in Subdistrict A of the Solid Waste Management District and contractual recycling collection throughout the County to single-family households outside of municipalities.

BUDGET OVERVIEW

The total recommended FY08 Operating Budget for the Division of Solid Waste Services is \$103,769,440, a decrease of \$2,046,410 or 1.9 percent from the FY07 Approved Budget of \$105,815,850. Personnel Costs comprise 12.3 percent of the budget for 85 full-time positions for 157.5 workyears. Operating Expenses, Capital Outlay, and Debt Service account for the remaining 87.7 percent of the FY08 budget.

HIGHLIGHTS

- ❖ **Construct two new landfill gas-to-energy facilities at the closed Gude and Oaks landfills to manage the gas produced by the landfills and to convert the renewable, green energy source into electricity (Capital Improvements Program).**
- ❖ **Enhance commercial sector recycling performance by adding a recycling investigator to enforce County recycling regulations.**
- ❖ **Improve future recycling performance by conducting a comprehensive study of recycling infrastructure at multifamily properties in the County.**
- ❖ **Enhance outreach, education, and training to encourage County residents to grasscycle and compost.**
- ❖ **Design a new yard trim and wood waste receiving and processing facility to be located at the closed Gude landfill (Capital Improvements Program).**
- ❖ **Restore the Draper Farm Barn located on the Site 2 property in Dickerson, Maryland.**

PROGRAM CONTACTS

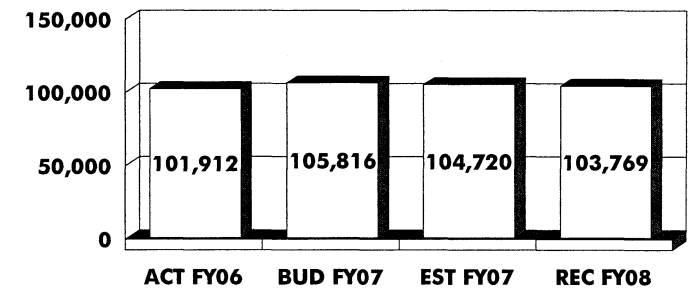
Contact Scott McClure of the Division of Solid Waste Services at 240.777.6436 or Thomas Webster of the Office of

Program Summary

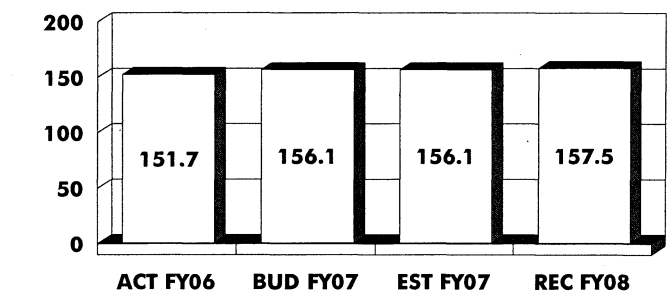
	Expenditures	WYs
Automation	458,740	2.0
Revenue Management & System Evaluation	596,080	5.4
Commercial Recycling and Waste Reduction	1,513,060	9.8
Dickerson Compost Facility	3,232,460	1.1
Dickerson Master Plan	295,280	1.9
Gude Landfill	360,420	0.6
Mixed Paper Recycling	1,665,320	0.5
Oaks Landfill	1,516,330	1.1
Out-of-County Refuse Disposal	12,643,540	0.6
Recycling & Waste Reduction - Multi-Family Dwellings	722,830	4.1
Recycling - Residential	17,791,260	19.8
Recycling Center	3,687,910	3.7
Waste System Program Development	212,040	1.7
Recycling Outreach & Education	352,890	1.0
Support for Recycling Volunteers	179,590	1.2
Regulation of Refuse & Recycling Collection	77,910	0.8
Residential Household Hazardous Waste	994,010	0.5
Resource Recovery Facility & Related Waste Transfer	34,267,790	2.4
Satellite Drop-Off Sites	528,070	3.1
Site 2 Landfill	311,050	0.3
Housing and Environmental Permit Enforcement	1,015,600	10.1
Solid Waste Transfer Station	4,353,310	13.3
Waste Detoxification	33,770	0.1
Waste Reduction	370,570	0.5
Debt Service - Disposal Fund	4,016,990	0.0
Administration	1,705,830	10.6
Refuse Collection - Residential	6,075,570	8.5
Vacuum Leaf Collection	4,791,220	52.8

Trends

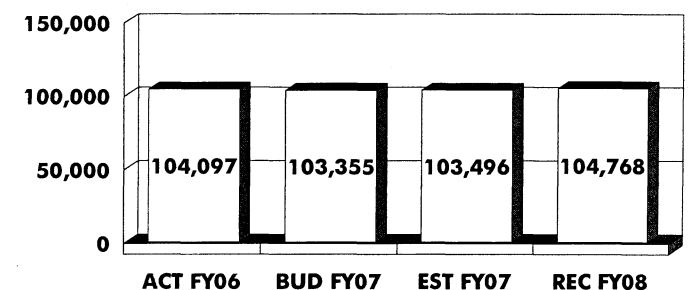
Totals 103,769,440 157.5



EXPENDITURES [\$000s]



WORKYEARS



RELATED REVENUES [\$000s]

Management and Budget at 240.777.2788 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Automation

This program provides for the overall operation and maintenance of existing computer equipment, as well as the purchase of any new automation equipment and technology to support effective and efficient achievement of the Division's mission.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	311,440	2.0
FY08 CE Recommended	458,740	2.0

Revenue Management & System Evaluation

This program manages enterprise fund business processes and supports solid waste policy issues through overall system evaluation. The main activities are: fiscal management of the three enterprise funds including rate-setting and all revenue-related processes; ratepayer database management; appeals processing; billing waste collectors with credit accounts; system-wide tonnage tracking and reporting; policy analysis; benchmarking; and performance measurement.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	559,430	6.2
FY08 CE Recommended	596,080	5.4

Commercial Recycling and Waste Reduction

This program provides for mandatory commercial sector recycling and waste reduction and the review of recycling and waste reduction plans and annual reports from all large and medium-sized businesses, as well as targeted small businesses. Through this program, technical support, assistance, outreach, and training is provided to the commercial sector in the areas of recycling, buying recycled products, and waste reduction. This program also provides for enforcement of the County's recycling regulations and other requirements of the County Code as they apply to non-residential waste generators.

FY08 Recommended Changes

- ☐ Enhance commercial sector recycling performance by adding a recycling investigator to enforce County recycling regulations.

	Expenditures	WYs
FY07 Approved	1,329,930	9.0
FY08 CE Recommended	1,513,060	9.8

Dickerson Compost Facility

This program includes all functions necessary to transport, process, compost, and market yard trim that is received by the County through either curbside collection, drop-off at the Transfer Station, or collection through the Leaf Vacuuming

Program. The yard trim is processed at the facility and then sold in bulk and bags.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	3,144,100	1.2
FY08 CE Recommended	3,232,460	1.1

Dickerson Master Plan

This program provides for the implementation of the Dickerson Solid Waste Facilities Master Plan. This plan identifies the environmental, community, and operational effects of solid waste facilities in the Dickerson area (the RRF, the Site 2 Landfill, and the Compost Facility) and outlines policies and actions to mitigate those effects.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	263,420	1.8
FY08 CE Recommended	295,280	1.9

Gude Landfill

The purpose of this program is to monitor air and water quality around the landfill, maintain stormwater management and erosion control structures, maintain site roads, and manage the landfill gas. In addition, it encompasses all operational functions necessary to maintain the Gude Landfill, which closed in 1982, in an environmentally sound and cost-effective manner.

FY08 Recommended Changes

- ☐ Construct a new landfill gas-to-energy facility through the Capital Improvements Program.

	Expenditures	WYs
FY07 Approved	359,030	0.6
FY08 CE Recommended	360,420	0.6

Mixed Paper Recycling

This program provides for the management, processing, and marketing of the County's residential mixed paper. Residential mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	1,631,830	0.5
FY08 CE Recommended	1,665,320	0.5

Oaks Landfill

This program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with applicable State and Federal regulations. Mandated duties under this program include maintaining monitoring wells for landfill gas and water quality around the landfill; managing landfill gas; maintaining leachate storage and pre-treatment facilities; and performing other required site maintenance. This

program also provides for the acceptance and treatment of waste generated by the cleanout of stormwater oil/grit separators.

FY08 Recommended Changes

- ☐ **Construct a new landfill gas-to-energy facility through the Capital Improvements Program.**

	Expenditures	WYs
FY07 Approved	1,653,150	1.3
FY08 CE Recommended	1,516,330	1.1

Out-of-County Refuse Disposal

This program provides for the rail shipment of ash residue that is designated for disposal from the RRF to a contracted landfill facility in Brunswick County, Virginia. A dedicated disposal cell area was developed at this landfill exclusively for waste from Montgomery County. This program also provides for the shipment of nonprocessable waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities or the contracted landfill in Brunswick County.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	11,972,180	0.6
FY08 CE Recommended	12,643,540	0.6

Recycling & Waste Reduction - Multi-Family Dwellings

This program provides for mandatory recycling and waste reduction for multi-family properties. Program efforts include technical assistance, training, and outreach in addition to the review and monitoring of waste reduction and recycling plans and reports. This program also provides for enforcement of the County's recycling regulation and other requirements of the County Code as they apply to multi-family waste generators.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	598,140	3.9
FY08 CE Recommended	722,830	4.1

Recycling - Residential

This program provides for securing, administering, and enforcing countywide contracts for residential curbside recycling collection with private haulers and responding to service needs from citizens. Staff maintains a customer service program and a database of all customers and the services they receive. This program also provides for enforcement of the County's recycling regulation as it applies to single-family waste generators, and enforcement of Collector licensure, permits, and other requirements of Chapter 48 of the County Code.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	16,410,380	20.2
FY08 CE Recommended	17,791,260	19.8

Recycling Center

This program provides for the separation, processing, and marketing of recyclable materials (glass, metal, and plastic). The Recycling Center also serves as a transfer point for shipping residential mixed paper for processing. The Recycling Center receives recyclable material collected under the County curbside collection program, as well as from municipalities and multi-family properties which have established similar types of programs. The materials are then sorted and shipped to markets for recycling.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	3,130,900	3.6
FY08 CE Recommended	3,687,910	3.7

Waste System Program Development

This program supports the planning and development of solid waste programs in accordance with the mandates of the County's Ten Year Comprehensive Solid Waste Management Plan. This may include evaluating existing source reduction, recycling, composting, collection, and disposal programs and policies with the intent of achieving solid waste program goals.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	304,900	1.5
FY08 CE Recommended	212,040	1.7

Recycling Outreach & Education

This program provides for educating the general public about recycling, buying recycled products, composting, and waste reduction and encourages compliance with applicable laws. Public education is an important tool supporting solid waste program goals and ensuring the success of recycling initiatives.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	313,060	0.8
FY08 CE Recommended	352,890	1.0

Support for Recycling Volunteers

The mission of this program is to use citizen volunteers to augment available staff resources and improve participation in waste reduction, recycling, and buying recycled programs. This citizen-to-citizen peer contact is very effective in motivating residents to actively participate in recycling.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	151,430	1.1
FY08 CE Recommended	179,590	1.2

Regulation of Refuse & Recycling Collection

This program provides for the enforcement of license requirements and regulates private residential and commercial

waste haulers, including those that collect and transport refuse or recyclables.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	54,520	0.8
FY08 CE Recommended	77,910	0.8

Residential Household Hazardous Waste

This program collects and disposes of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. These products are removed from the municipal solid waste stream and processed at State and Federally-approved hazardous waste treatment, storage, and disposal facilities. This program also includes outreach to educate residents regarding the potential dangers of certain household products and to reduce generation of hazardous waste.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	906,630	0.5
FY08 CE Recommended	994,010	0.5

Resource Recovery Facility & Related Waste Transfer

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Electricity generated by the combustion of municipal solid waste is sold to Mirant Energy. The program also includes related costs at the Transfer Station and transportation of material between the Transfer Station and the RRF. Extensive environmental and operational monitoring is conducted, both on-site and in surrounding communities, to meet contractual obligations and all applicable regulatory standards regarding the facility.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	42,186,730	3.3
FY08 CE Recommended	34,267,790	2.4

Satellite Drop-Off Sites

This program operates satellite drop-off sites at the Damascus and Poolesville Highway Services Depots. Residents can bring bulky materials to these sites. The sites, which operate only on weekends, provide drop-off sites for trash items as a convenience to County residents and reduce the incidence of roadside dumping. Material that is collected is then transported to the Transfer Station in Rockville.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	472,810	3.1
FY08 CE Recommended	528,070	3.1

Site 2 Landfill

This program provides for the management of properties acquired for a potential future landfill. All properties are leased and/or used by private citizens. Management activities include the inspection, evaluation, and maintenance of leased agricultural land, single-family dwellings, and agricultural buildings. Activities are coordinated with the Division of Operations as needed.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	115,680	0.4
FY08 CE Recommended	311,050	0.3

Housing and Environmental Permit Enforcement

Enforcement provided by the Department of Housing and Community Affairs under this program consists of six related components. Staff respond to citizen complaints dealing with: storage and removal of solid waste; illegal solid waste dumping activities in the County; storage of unregistered vehicles on private property throughout the County; storage of inoperable vehicles on private property; improper screening of dumpsters, particularly those in shopping areas; and control and regulation of weeds throughout the County. The program includes a "Clean or Lien" component, which provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required.

Also under this program, the Department of Environmental Protection provides surface and subsurface environmental compliance monitoring at all County solid waste facilities, and reviews reports of air monitoring of the Resource Recovery Facility.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	934,970	10.0
FY08 CE Recommended	1,015,600	10.1

Solid Waste Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. Yard waste is also received, processed, and shipped to the compost facility, mulch preserves, or other outlets. Other waste is handled or recycled including scrap metal, oil and anti-freeze, textiles, car batteries, and construction material. County staff operate the scale-house and oversee general operations, while contractors provide for the receipt and transfer of waste and operate the public unloading facility and recycling drop-off areas. This program includes enforcement of the County's ban on delivery of recyclables mixed in with trash delivered for disposal.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	2,917,030	11.6
FY08 CE Recommended	4,353,310	13.3

Waste Detoxification

This program provides assistance to businesses that qualify as small-quantity generators of hazardous waste by providing them an economical and environmentally safe disposal option. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	32,320	0.1
FY08 CE Recommended	33,770	0.1

Waste Reduction

This program provides for the development of activities to reduce solid waste before it enters the waste stream. Program efforts focus on source reduction of yard trim through grasscycling and backyard composting, as well as recovering textiles and building and construction materials for reuse. This program also encourages reducing the use of hazardous materials through outreach and public education.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	254,480	0.7
FY08 CE Recommended	370,570	0.5

Debt Service - Disposal Fund

This program contains principal and interest payments for general obligation bonds and revenue bonds used to fund the construction of solid waste facilities and other major improvements.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	4,012,410	0.0
FY08 CE Recommended	4,016,990	0.0

Administration

This program provides budget management, management analysis, human resource management, contract and procurement management support, and administrative program support.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	1,554,920	10.5
FY08 CE Recommended	1,705,830	10.6

Refuse Collection - Residential

The purpose of this program is to secure, administer, and enforce contracts with private haulers for residential refuse collection in Subdistrict A of the Solid Waste Collection and Disposal District, as well as to respond to service needs from citizens. Staff maintain the database of households served and administer the billing of that service. Staff also enforce County solid waste laws and noise ordinances pertaining to collection

vehicle operators.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	5,260,340	8.0
FY08 CE Recommended	6,075,570	8.5

Vacuum Leaf Collection

The Vacuum Leaf Collection program provides two vacuum leaf collections to the residents in the Leaf Vacuuming District during the late fall/winter months. Vacuum leaf collection is an enhanced service which complements homeowner responsibilities related to the collection of the high volume of leaves generated in this part of the County.

FY08 Recommended Changes

	Expenditures	WYs
FY07 Approved	4,979,690	52.8
FY08 CE Recommended	4,791,220	52.8

BUDGET SUMMARY

	Actual FY06	Budget FY07	Estimated FY07	Recommended FY08	% Chg Bud/Rec
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	699,592	698,560	663,330	775,730	11.0%
Employee Benefits	208,118	241,570	237,240	260,490	7.8%
Solid Waste Collection Personnel Costs	907,710	940,130	900,570	1,036,220	10.2%
Operating Expenses	4,456,269	4,672,650	4,709,970	5,444,510	16.5%
Capital Outlay	0	0	0	0	—
Solid Waste Collection Expenditures	5,363,979	5,612,780	5,610,540	6,480,730	15.5%
PERSONNEL					
Full-Time	11	9	9	10	11.1%
Part-Time	0	0	0	0	—
Workyears	12.9	10.9	10.9	11.4	4.6%
REVENUES					
Collection Fees	5,749,322	5,767,940	5,752,810	5,860,340	1.6%
Investment Income	104,827	110,000	110,000	120,000	9.1%
Solid Waste Collection Revenues	5,854,149	5,877,940	5,862,810	5,980,340	1.7%
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	5,057,400	5,829,060	5,646,130	6,262,360	7.4%
Employee Benefits	1,605,318	2,032,350	1,983,770	2,052,920	1.0%
Solid Waste Disposal Personnel Costs	6,662,718	7,861,410	7,629,900	8,315,280	5.8%
Operating Expenses	80,838,588	82,419,360	81,582,810	78,237,030	-5.1%
Debt Service G.O. Bonds	0	2,720	2,710	2,540	-6.6%
Debt Service Other	4,119,074	4,009,700	4,009,700	4,014,540	0.1%
Capital Outlay	-22	930,190	1,105,090	1,928,100	107.3%
Solid Waste Disposal Expenditures	91,620,358	95,223,380	94,330,210	92,497,490	-2.9%
PERSONNEL					
Full-Time	65	72	72	75	4.2%
Part-Time	0	0	0	0	—
Workyears	86.0	92.4	92.4	93.3	1.0%
REVENUES					
Civil Penalties/Fines	36,553	0	77,600	0	—
Disposal Fees/Operating Revenue	27,997,437	29,731,400	27,428,040	32,097,580	8.0%
Systems Benefit Charge	48,556,038	47,172,760	47,571,990	46,854,740	-0.7%
Sale Of Recycled Materials	3,740,423	4,352,210	4,082,470	4,424,210	1.7%
Gude Methane Royalties	13,995	0	0	0	—
Investment Income: Pooled	3,658,152	4,820,000	4,386,740	3,788,720	-21.4%
Investment Income: Non-Pooled	151,754	60,000	60,000	60,000	—
Miscellaneous	8,029,818	5,065,480	7,771,900	5,514,740	8.9%
License Fees	10,025	10,150	10,150	10,150	—
Solid Waste Disposal Revenues	92,194,195	91,212,000	91,388,890	92,750,140	1.7%
VACUUM LEAF COLLECTION					
EXPENDITURES					
Salaries and Wages	2,308,981	2,378,150	2,310,410	2,506,810	5.4%
Employee Benefits	604,357	832,950	573,300	865,720	3.9%
Vacuum Leaf Collection Personnel Costs	2,913,338	3,211,100	2,883,710	3,372,530	5.0%
Operating Expenses	2,014,266	1,768,590	1,895,780	1,418,690	-19.8%
Capital Outlay	0	0	0	0	—
Vacuum Leaf Collection Expenditures	4,927,604	4,979,690	4,779,490	4,791,220	-3.8%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	52.8	52.8	52.8	52.8	—
REVENUES					
Collection Fees	6,003,212	6,204,620	6,184,350	5,977,080	-3.7%
Investment Income	45,600	60,000	60,000	60,000	—
Vacuum Leaf Collection Revenues	6,048,812	6,264,620	6,244,350	6,037,080	-3.6%
DEPARTMENT TOTALS					

	Actual FY06	Budget FY07	Estimated FY07	Recommended FY08	% Chg Bud/Rec
Total Expenditures	101,911,941	105,815,850	104,720,240	103,769,440	-1.9%
Total Full-Time Positions	76	81	81	85	4.9%
Total Part-Time Positions	0	0	0	0	—
Total Workyears	151.7	156.1	156.1	157.5	0.9%
Total Revenues	104,097,156	103,354,560	103,496,050	104,767,560	1.4%

FY08 RECOMMENDED CHANGES

	Expenditures	WYs
SOLID WASTE COLLECTION		
FY07 ORIGINAL APPROPRIATION	5,612,780	10.9
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Refuse Collection Contracts [Refuse Collection - Residential]	660,740	0.0
Increase Cost: Reallocation of Personnel from the Solid Waste Disposal Fund	49,120	0.5
Increase Cost: General Wage and Service Increment Adjustments	41,610	0.0
Increase Cost: Annualization of FY07 Operating Expenses	39,220	0.0
Increase Cost: Motor Pool Rate Adjustment	33,900	0.0
Increase Cost: Migration of the Solid Waste Customer Service Database [Automation]	25,000	0.0
Increase Cost: GASB 45 Retiree Insurance Costs	12,840	0.0
Increase Cost: Annualization of FY07 Personnel Costs	4,550	0.0
Increase Cost: Retirement Rate Adjustment	4,330	0.0
Increase Cost: Printing and Mail Adjustments	1,210	0.0
Increase Cost: Labor Contracts - Other	820	0.0
Decrease Cost: Occupational Medical Adjustment	-340	0.0
Decrease Cost: Risk Management Adjustment	-1,050	0.0
Decrease Cost: Group Insurance Rate Adjustment	-4,000	0.0
FY08 RECOMMENDED:	6,480,730	11.4
SOLID WASTE DISPOSAL		
FY07 ORIGINAL APPROPRIATION	95,223,380	92.4
<u>Changes (with service impacts)</u>		
Enhance: Restoration of the Draper Barn and Ponds at the Site 2 Property in Dickerson [Site 2 Landfill]	200,000	0.0
Enhance: Household Hazardous Waste - Expanded Hours of Operation [Residential Household Hazardous Waste]	84,200	0.0
Enhance: Outreach, Education, and Training to Encourage County Residents to Grasscycle and Compost [Waste Reduction]	80,000	0.0
Enhance: Enhance Commercial Sector Recycling by Adding a Commercial Recycling Investigator [Commercial Recycling and Waste Reduction]	66,970	0.5
Enhance: Additional Contractor Sorter to Recover Polyethylene Terephthalate (PET) Plastic [Recycling Center]	50,510	0.0
Enhance: Dickerson Master Plan Implementation [Dickerson Master Plan]	48,550	0.0
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: Residential Recycling Collection Contracts [Recycling - Residential]	1,441,830	0.0
Increase Cost: Transfer Station Equipment Replacement - Tub Grinder, Front End Loader, and Roll-Off Truck [Solid Waste Transfer Station]	1,213,250	0.0
Increase Cost: Out-of-County Haul Contract Increase Due to Inflation [Out-of-County Refuse Disposal]	677,540	0.0
Increase Cost: Compost Facility Equipment Replacement - Mower, Tractor, and 15 Rail Containers [Dickerson Compost Facility]	382,430	0.0
Increase Cost: Contract with Maryland Environmental Services to Operate the Compost Facility [Dickerson Compost Facility]	379,260	0.0
Increase Cost: General Wage and Service Increment Adjustments	359,340	0.0
Increase Cost: Recycling Center Equipment Replacement - Wheel Loader [Recycling Center]	312,620	0.0
Increase Cost: Contract with Maryland Environmental Services for Recycling Activities at the Transfer Station [Solid Waste Transfer Station]	237,100	0.0
Increase Cost: Contract with Maryland Environmental Services to Operate the Recycling Center [Recycling Center]	187,140	0.0
Increase Cost: Charges from Others	160,120	-0.1
Increase Cost: Annualization of FY07 Operating Expenses	149,000	0.0
Increase Cost: Annualization of FY07 Personnel Costs	130,120	1.0
Increase Cost: GASB 45 Retiree Insurance Costs	102,750	0.0

	Expenditures	WYs
Increase Cost: IT Contract for migration of the Solid Waste Customer Service Database	75,000	0.0
Increase Cost: Study to Determine Placement of Recycling Infrastructure at Multifamily Properties [Recycling & Waste Reduction - Multi-Family Dwellings]	60,000	0.0
Increase Cost: MUNIS Software Module	45,000	0.0
Increase Cost: Waste Reduction Advertising [Waste Reduction]	43,150	0.0
Increase Cost: Oaks Landfill - Maintenance, Repair, Trash Hauling, Security, and Engineering Services [Oaks Landfill]	34,090	0.0
Increase Cost: Retirement Rate Adjustment	30,940	0.0
Increase Cost: Mixed Paper Recycling Contract	30,070	0.0
Increase Cost: Resource Recovery Facility Risk Management	18,500	0.0
Increase Cost: Motor Pool Rate Adjustment	12,190	0.0
Increase Cost: Printing and Mail Adjustments	10,990	0.0
Increase Cost: Labor Contracts - Other	5,820	0.0
Increase Cost: Gude Landfill - Maintenance, Repair, and Trash Hauling [Gude Landfill]	5,620	0.0
Increase Cost: Debt Service - Revenue Bonds and GO Bonds [Debt Service - Disposal Fund]	4,570	0.0
Increase Cost: Risk Management Adjustment [Administration]	2,400	0.0
Decrease Cost: Satellite Sites - Trash Hauling Contracts [Satellite Drop-Off Sites]	-31,230	0.0
Decrease Cost: Reallocation of Personnel to the Solid Waste Collection Fund	-34,990	-0.5
Decrease Cost: Group Insurance Rate Adjustment	-43,500	0.0
Decrease Cost: Residential Recycling Materials [Recycling - Residential]	-122,200	0.0
Decrease Cost: Operation of Oaks Landfill Leachate Pretreatment Facility [Oaks Landfill]	-138,650	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY07	-1,826,740	0.0
Decrease Cost: Operation of the Resource Recovery Facility Assuming 604,000 Tons of Processible Waste and Enhanced Electricity Revenue [Resource Recovery Facility & Related Waste Transfer]	-7,169,650	0.0
FY08 RECOMMENDED:	92,497,490	93.3

VACUUM LEAF COLLECTION

FY07 ORIGINAL APPROPRIATION	4,979,690	52.8
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: General Wage and Service Increment Adjustments	107,240	0.0
Increase Cost: Annualization of FY07 Personnel Costs	56,560	0.0
Increase Cost: Retirement Rate Adjustment	11,890	0.0
Increase Cost: Labor Contracts - Other	2,300	0.0
Increase Cost: Charges from the Department of Finance	360	0.0
Decrease Cost: Group Insurance Rate Adjustment	-16,560	0.0
Decrease Cost: Motor Pool [Vacuum Leaf Collection]	-350,260	0.0
FY08 RECOMMENDED:	4,791,220	52.8

FUTURE FISCAL IMPACTS

Title	CE REC. FY08	FY09	FY10	(\$000's) FY11	FY12	FY13
This table is intended to present significant future fiscal impacts of the department's programs.						
SOLID WASTE COLLECTION						
Expenditures						
FY08 Recommended	6,481	6,481	6,481	6,481	6,481	6,481
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY08	0	-25	-25	-25	-25	-25
Items approved for one-time funding in FY08, including the Solid Waste Customer Service Database Migration, will be eliminated from the base in the outyears.						
Labor Contracts	0	50	100	104	104	104
These figures represent the annualization of service increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustments and service increments) for personnel are included for FY09 and beyond.						
Labor Contracts - Other	0	1	1	1	1	1
These figures represent other negotiated items included in the labor agreements.						
Group Insurance Premium Holiday Adjustment	0	6	6	6	6	6
This is the estimated cost to restore funding for two pay periods of group insurance premium contributions.						
Other Post Employment Benefits (OPEB)	0	13	30	46	63	67
These figures represent the estimated cost of the five-year plan to fully fund the annual required contribution related to post-employment benefits other than pensions for the County's workforce.						
Subtotal Expenditures	6,481	6,526	6,592	6,613	6,630	6,634

Title	CE REC.			(\$000's)		
	FY08	FY09	FY10	FY11	FY12	FY13
SOLID WASTE DISPOSAL						
Expenditures						
FY08 Recommended	92,497	92,497	92,497	92,497	92,497	92,497
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY08	0	44	44	44	44	44
New positions in the FY08 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY08	0	-2,311	-2,311	-2,311	-2,311	-2,311
Items approved for one-time funding in FY08, including the Draper Barn restoration, replacement equipment, etc., will be eliminated from the base in the outyears.						
Labor Contracts	0	347	694	724	724	724
These figures represent the annualization of service increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustments and service increments) for personnel are included for FY09 and beyond.						
Labor Contracts - Charges from the General Fund	0	84	168	172	172	172
These figures represent the annualization of service increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustments and service increments) for personnel are included for FY09 and beyond.						
Labor Contracts - Other	0	6	6	6	6	6
These figures represent other negotiated items included in the labor agreements.						
Central Duplicating Deficit Recovery Charge	0	1	0	-2	-2	-2
Departments will be assessed a per-employee charge to recover Central Duplicating's negative fund balance by the end of FY09.						
Group Insurance Premium Holiday Adjustment	0	60	60	60	60	60
This is the estimated cost to restore funding for two pay periods of group insurance premium contributions.						
Other Post Employment Benefits (OPEB)	0	101	236	371	505	536
These figures represent the estimated cost of the five-year plan to fully fund the annual required contribution related to post-employment benefits other than pensions for the County's workforce.						
Subtotal Expenditures	92,497	90,829	91,393	91,561	91,695	91,726
VACUUM LEAF COLLECTION						
Expenditures						
FY08 Recommended	4,791	4,791	4,791	4,791	4,791	4,791
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	128	255	265	265	265
These figures represent the annualization of service increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustments and service increments) for personnel are included for FY09 and beyond.						
Labor Contracts - Other	0	2	2	2	2	2
These figures represent other negotiated items included in the labor agreements.						
Group Insurance Premium Holiday Adjustment	0	25	25	25	25	25
This is the estimated cost to restore funding for two pay periods of group insurance premium contributions.						
Subtotal Expenditures	4,791	4,947	5,074	5,084	5,084	5,084

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY08-13

Assumptions:

- Refuse collection services are maintained at their current level, and the annual household collection charge is unchanged at \$66.00.
- Vacuum leaf collection services are also maintained at their current level, but the annual single family household charge increases from \$76.92 to \$80.54 to fund the recommended budget and to establish a fund balance of at least \$250,000 at the end of FY08, consistent with the fund balance policy developed in August 2004. Based on a recent analysis of tree cover by property, townhouse units in the leaf collection district will be grouped with multi-family units for collection charge calculations, beginning in FY08. Townhouse units are currently grouped with single-family homes.
- The County Executive recommends an increase to the disposal fee for municipal solid waste received at the Transfer Station (known as the “Tipping Fee”) from \$52.00 per ton to \$56.00 per ton.
- Solid waste system service charges are adjusted to ensure the fiscal health of the fund (i.e., positive cash and retained earnings). The Executive recommends increasing the single-family service charges from \$194.38 to \$198.42.
- The County Executive also recommends two amendments to the FY07-12 Capital Improvements Program for Solid Waste Services CIP projects including: the design of a new yard trim and wood waste receiving and processing facility (amendment to CIP Project No. 500550 Transfer Station Improvements) and a new project to construct two landfill gas-to-energy facilities at the closed Oaks and Gude Landfills (CIP Project No. 500809). The recommended funding source for the amendments is Solid Waste Disposal Fund Current Receipts.
- Expenditures for certain programs, such as the Resource Recovery Facility, Out-of-County Haul, and Mixed Paper Recycling, are calculated based on waste generation, disposal, and recycling estimates, as well as inflation. Other expenditures are increased by inflation, except where contract or scheduled costs apply.

FY08-13 PUBLIC SERVICES PROGRAM: FISCAL PLAN				SOLID WASTE COLLECTION FUND			
FISCAL PROJECTIONS	FY07 ESTIMATE	FY08 REC	FY09 PROJECTION	FY10 PROJECTION	FY11 PROJECTION	FY12 PROJECTION	FY13 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	12.76%	12.56%	12.56%	12.56%	12.56%	12.56%	12.56%
CPI (Fiscal Year)	3.4%	3.1%	2.8%	2.7%	2.7%	2.6%	2.6%
Charge Per Household (once-weekly refuse collection)	\$66.00	\$66.00	\$74.00	\$77.00	\$82.00	\$87.00	\$92.00
Households Receiving Collection Services	87,393	88,793	88,993	90,505	92,018	92,218	92,518
BEGINNING FUND BALANCE	1,433,730	1,561,040	925,500	942,160	1,032,500	1,048,130	1,149,150
REVENUES							
Charges For Services	5,752,810	5,860,340	6,585,480	6,968,890	7,545,480	8,022,970	8,511,660
Miscellaneous	110,000	120,000	130,000	140,000	150,000	160,000	160,000
Subtotal Revenues	5,862,810	5,980,340	6,715,480	7,108,890	7,695,480	8,182,970	8,671,660
INTERFUND TRANSFERS (Net Non-CIP)	(124,960)	(135,150)	(141,530)	(147,800)	(167,620)	(175,100)	(182,840)
TOTAL RESOURCES	7,171,580	7,406,230	7,499,450	7,903,250	8,560,360	9,056,000	9,637,970
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(5,610,540)	(6,480,730)	(6,506,520)	(6,770,030)	(7,407,300)	(7,801,920)	(8,307,240)
Labor Agreement	n/a	0	(50,770)	(100,720)	(104,930)	(104,930)	(104,930)
Subtotal PSP Oper Budget Approp / Exp's	(5,610,540)	(6,480,730)	(6,557,290)	(6,870,750)	(7,512,230)	(7,906,850)	(8,412,170)
OTHER CLAIMS ON FUND BALANCE	0	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(5,610,540)	(6,480,730)	(6,557,290)	(6,870,750)	(7,512,230)	(7,906,850)	(8,412,170)
YEAR END FUND BALANCE	1,561,040	925,500	942,160	1,032,500	1,048,130	1,149,150	1,225,800
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	21.8%	12.5%	12.6%	13.1%	12.2%	12.7%	12.7%
Assumptions: 1. Refuse collection charges are adjusted to achieve cost recovery. Notes: 1. The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending net asset balance between 10% and 15% of resources at the end of the six-year planning period. The fund balance policy for the Collection Fund was completed in August 2004. 2. These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here.							

FY08-13 DIVISION OF SOLID WASTE SERVICES			SOLID WASTE DISPOSAL FUND				
FISCAL PROJECTIONS	ESTIMATED FY07	RECOMMENDED FY08	PROJECTED FY09	PROJECTED FY10	PROJECTED FY11	PROJECTED FY12	PROJECTED FY13
CHARGES/FEES							
Single-Family Charges (\$/Household)	194.38	198.42	205.03	210.67	217.08	220.89	225.98
Multi-Family Charges (\$/Dwelling Unit)	18.15	16.41	18.49	20.25	20.73	21.31	21.11
Nonresidential Charges (average \$/2000 sq. ft.)	169.10	172.81	192.93	210.94	225.29	245.01	261.63

OPERATIONS CALCULATION

Goal is to maintain Net Change near zero

REVENUES							
Disposal Fees	27,428,040	32,097,580	32,060,910	32,024,250	31,996,460	31,968,670	31,940,880
Charges for Services/SBC	47,571,990	46,854,740	52,525,540	56,183,450	59,467,490	62,690,860	65,797,820
Miscellaneous	11,942,110	9,949,100	10,565,130	10,655,830	10,759,490	10,841,560	10,926,160
Investment Income	4,446,740	3,848,720	3,799,230	3,748,000	3,709,320	3,675,190	3,401,190
Subtotal Revenues	91,388,880	92,750,140	98,950,810	102,611,530	105,932,760	109,176,280	112,066,060
INTERFUND TRANSFERS	1,318,610	1,350,940	1,492,210	1,194,370	1,220,910	1,234,990	1,158,820
EXPENDITURES							
Personnel Costs	(7,629,900)	(8,315,280)	(8,813,520)	(9,284,940)	(9,711,110)	(10,152,300)	(10,608,770)
Operating Expenses	(85,595,210)	(82,254,110)	(83,820,020)	(87,656,210)	(97,752,470)	(101,840,120)	(102,870,270)
Capital Outlay	(1,105,090)	(1,928,100)	(1,546,720)	(1,760,630)	(800,050)	(1,091,660)	-
Subtotal Expenditures	(94,330,200)	(92,497,490)	(94,180,260)	(98,701,780)	(108,263,630)	(113,084,080)	(113,479,040)
CURRENT RECEIPTS TO CIP	(7,211,000)	(8,035,000)	-	-	-	-	-
POTENTIAL FUTURE RECEIPTS TO THE CIP	-	-	(3,607,000)	(9,667,000)	-	-	-
PAYOUT OF CLOSURE COSTS (Non-CIP)	1,602,290	1,465,470	1,468,790	1,510,850	1,553,410	1,596,430	1,639,890
CY ACCRUED CLOSURE COSTS	(52,610)	(51,810)	(43,330)	(42,060)	(42,550)	(43,020)	(43,460)
NET CHANGE	(7,284,030)	(5,017,750)	4,081,220	(3,094,090)	400,900	(1,119,400)	1,342,270

CASH POSITION

Goal is to maintain Cash and Investments Over/(Under) Reserve Requirements at greater than zero

ENDING CASH & INVESTMENTS							
Unrestricted Cash	32,453,020	24,251,750	23,673,030	19,700,860	17,670,280	14,053,980	12,637,640
Restricted Cash	34,296,550	36,198,030	39,866,290	39,948,730	41,106,560	42,498,830	43,930,240
Subtotal Cash & Investments	66,749,570	60,449,780	63,539,330	59,649,590	58,776,840	56,552,810	56,567,880
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(22,120,130)	(23,445,130)	(26,089,940)	(26,063,220)	(27,268,830)	(27,664,950)	(29,815,970)
Debt Service Reserve	(2,234,040)	(1,915,500)	(1,590,000)	(1,248,000)	(893,000)	(524,000)	(255,500)
Future System Contingency Reserve	(1,061,480)	(1,061,480)	(1,766,870)	(2,472,260)	(3,177,660)	(3,883,050)	(4,588,440)
Research & Development Reserve	(2,559,740)	(2,878,260)	(3,202,760)	(3,532,740)	(3,868,390)	(4,205,800)	(4,545,130)
Renewal & Replacement Reserve	(3,237,600)	(3,282,180)	(3,358,440)	(3,449,120)	(3,540,520)	(3,632,570)	(3,725,210)
Stability Reserve	(3,083,580)	(3,615,480)	(3,858,270)	(3,183,390)	(2,358,160)	(2,588,450)	(1,000,000)
Subtotal Reserve Requirements	(34,296,550)	(36,198,030)	(39,866,290)	(39,948,730)	(41,106,560)	(42,498,830)	(43,930,250)
Closure/Postclosure Liability	(20,606,250)	(19,192,590)	(17,767,120)	(16,298,320)	(14,787,470)	(13,234,060)	(11,637,630)
Subtotal Reserve & Liability Requirements	(54,902,800)	(55,390,610)	(57,633,410)	(56,247,050)	(55,894,020)	(55,732,890)	(55,567,880)
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	11,846,770	5,059,160	5,905,920	3,402,540	2,882,820	819,920	1,000,000

RETAINED EARNINGS

Goal is to maintain Retained Earnings at greater than reserve requirements

ENDING RETAINED EARNINGS	57,626,220	63,352,050	73,714,570	83,600,330	86,182,910	87,891,860	89,658,890
Less: Reserve Requirements	(34,296,550)	(36,198,030)	(39,866,290)	(39,948,730)	(41,106,560)	(42,498,830)	(43,930,250)
RETAINED EARNINGS OVER/(UNDER) RESERVE REQUIREMENTS	23,329,660	27,154,020	33,848,270	43,651,610	45,076,360	45,393,040	45,728,640

FY08-13 PUBLIC SERVICES PROGRAM: FISCAL PLAN				VACUUM LEAF FUND			
FISCAL PROJECTIONS	FY07 ESTIMATE	FY08 REC	FY09 PROJECTION	FY10 PROJECTION	FY11 PROJECTION	FY12 PROJECTION	FY13 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	12.76%	12.56%	12.56%	12.56%	12.56%	12.56%	12.56%
CPI (Fiscal Year)	3.4%	3.1%	2.8%	2.7%	2.7%	2.6%	2.6%
Charge per single-family household	\$76.92	\$80.54	\$85.67	\$83.57	\$90.20	\$94.22	\$97.08
Charge per multi-family unit and townhome unit	\$2.96	\$3.50	\$3.72	\$3.63	\$3.92	\$4.09	\$4.22
Single-family households in leaf collection district	79,194	72,166	72,329	73,558	74,787	74,950	75,194
Multi-family units in leaf collection district	38,181	47,067	47,173	47,974	48,776	48,882	49,041
BEGINNING NET ASSETS	140,410	380,340	440,340	500,340	560,340	620,340	680,340
REVENUES							
Charges For Services	6,184,350	5,977,080	6,372,020	6,321,500	6,937,080	7,262,140	7,506,420
Miscellaneous	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Subtotal Revenues	6,244,350	6,037,080	6,432,020	6,381,500	6,997,080	7,322,140	7,566,420
INTERFUND TRANSFERS (Net Non-CIP)	(1,224,930)	(1,185,860)	(1,411,050)	(1,193,420)	(1,333,250)	(1,431,290)	(1,441,820)
TOTAL RESOURCES	5,159,830	5,231,560	5,461,310	5,688,420	6,224,170	6,511,190	6,804,940
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(4,779,490)	(4,791,220)	(4,830,940)	(4,870,320)	(5,336,580)	(5,563,600)	(5,797,350)
Labor Agreement	n/a	0	(130,030)	(257,760)	(267,250)	(267,250)	(267,250)
Subtotal PSP Oper Budget Approp / Exp's	(4,779,490)	(4,791,220)	(4,960,970)	(5,128,080)	(5,603,830)	(5,830,850)	(6,064,600)
OTHER CLAIMS ON FUND BALANCE	0	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(4,779,490)	(4,791,220)	(4,960,970)	(5,128,080)	(5,603,830)	(5,830,850)	(6,064,600)
YEAR END NET ASSETS	380,340	440,340	500,340	560,340	620,340	680,340	740,340
END-OF-YEAR NET ASSETS AS A PERCENT OF RESOURCES	7.4%	8.4%	9.2%	9.9%	10.0%	10.4%	10.9%

Assumptions:

1. Prior to FY04, the Vacuum Leaf Collection program was accounted for within the Solid Waste Disposal Sub-Fund. Beginning in FY04, this program's operations are accounted for within a separate sub-fund of the Solid Waste Enterprise Fund.
2. Leaf vacuuming charges are adjusted to achieve cost recovery.
3. Beginning in FY08, townhouse units in the leaf collection district will be grouped with multi-family units rather than with single-family homes for allocation of leaf collection charges.

Notes:

1. The rates have been set to establish a fund balance of at least \$250,000 at the end of FY08, consistent with the fund balance policy developed in August 2004. In future years, rates will be adjusted annually to fund the approved service program and maintain the appropriate ending funding balance.
2. It is the Executive's intent to undertake a reconciliation of prior years' records to ensure that the costs of this program are properly allocated to this fund.

FY08 Solid Waste Service Charges

1. **Purpose** - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities that benefit from such services.
2. **Classification of Service Charges** - There are five basic categories of service charges:

Base Systems Benefit Charge - Paid by all entities to cover costs of system administration, historical debt service, waste reduction, and "stand-by" disposal capacity.

Incremental Systems Benefit Charge - Paid by entities based on sector-specific services they receive (single-family homeowners pay for curbside recycling collection and processing, businesses pay for the commercial recycling program, etc.)

Disposal Charges - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal. At the Solid Waste Transfer Station, this charge is referred to as the "Tipping Fee" for accepting municipal solid waste for disposal.

Leaf Vacuuming Charge - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

Refuse Collection Charge - Paid by homeowners who receive once weekly refuse collection service by County contractors.

3. **Implementation of Service Charges** - Service charges are collected from the various sectors in the following manner:

	Base Systems Benefit Charge	Incremental Systems Benefit Charge	Disposal Charge	Leaf Vacuuming Charge	Refuse Collection Charge
Unincorporated Single-Family	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
Incorporated Single-Family	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
Incorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Incorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

FY08 RECOMMENDED SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING															
	Base Charge (\$/ton)	x	Billing Rate (tons/ household)	=	Disposal Charge	+	Base Systems Benefit Charge	+	Incremental Systems Benefit Charge	+	Refuse Collection Charge	+	Leaf Vacuuming Charge	=	Total Bill
SUBDISTRICT A (Refuse Collection District)*															
Inside Leaf Vacuuming District	\$56.00		0.95798		\$53.65		\$29.50		\$115.27		\$66.00		\$80.54		\$344.96
Outside Leaf Vacuuming District	\$56.00		0.95798		\$53.65		\$29.50		\$115.27		\$66.00				\$264.42
Incorporated							\$29.50								\$29.50
SUBDISTRICT B SINGLE-FAMILY**															
Incorporated							\$29.50								\$29.50
Inside Leaf Vacuuming District															
Unincorporated	\$56.00		0.95798		\$53.65		\$29.50		\$115.27				\$80.54		\$278.96
Outside Leaf Vacuuming District															
Unincorporated	\$56.00		0.95798		\$53.65		\$29.50		\$115.27						\$198.42
MULTI-FAMILY RESIDENTIAL**															
Incorporated							\$1.83		\$14.58						\$16.41
Unincorporated															
Outside Leaf Vacuuming District							\$1.83		\$14.58						\$16.41
Inside Leaf Vacuuming District							\$1.83		\$14.58				\$3.50		\$19.91
NONRESIDENTIAL - \$/2,000 SQ. FT. ***															
Waste Generation Categories															
Low							\$67.54		18.73						\$86.27
Medium Low							\$202.61		56.18						\$258.79
Medium							\$337.69		93.63						\$431.32
Medium High							\$472.76		131.08						\$603.84
High							\$607.84		168.53						\$776.37
OTHER RECOMMENDED FY07 SOLID WASTE FEES															
Base Solid Waste Charge:															
(This is known as the "Tipping Fee") \$56.00 /disposal ton															
Waste delivered for disposal <500 lb loads in privately owned and operated vehicles or trailers <1,000 capacity:					Recyclable Materials Acceptance Fees:										
\$0.00 /disposal ton					Paper and Commingled Containers \$0.00 /ton										
					Yard Trim \$40.00 /ton										
Waste delivered in open-top roll-off box \$60.00 /disposal ton					Miscellaneous: Compost Bins \$0.00 each										

* Note: Base System Benefit Charges are set to cover County Base System Costs net of Disposal Charges.

** With respect to Base and Incremental System Benefit Charges, this category includes dwellings in buildings of six or fewer households.

*** The Nonresidential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the nonresidential charge.

PUBLIC WORKS AND TRANSPORTATION

Solid Waste Services

PROGRAM: Commercial Recycling and Waste Reduction	PROGRAM ELEMENT:				
PROGRAM MISSION: To provide comprehensive technical support, assistance, outreach, and training to all businesses in the County and to monitor businesses for compliance with Executive Regulation (ER) 15-04AM and 18-04 in order to improve the environment by diverting waste from disposal through recycling, waste reduction, reuse, and "buying recycled" opportunities					
COMMUNITY OUTCOMES SUPPORTED: <ul style="list-style-type: none">• Improved environment• Enhanced quality of life• Healthy children and adults• High quality services meeting or exceeding the expectations of County businesses					
PROGRAM MEASURES	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 BUDGET	FY08 CE REC
<u>Outcomes/Results:</u>					
Number of businesses discovered not recycling during initial site visit by program specialist	210	173	813	560	660
Number of businesses recycling in compliance with ER 109-92AM or ER 15-04AM after initial site visit (or, if necessary, after issuance of first Notice of Violation)	10,813	8,241	10,224	9,944	13,340
Percentage of businesses recycling after initial site visit/first Notice of Violation	98.1	97.9	92.6	76.5	95.3
<u>Service Quality:</u>					
Percentage of businesses complying with annual report requirements	100.0	100.0	100.0	100.0	100.0
Percentage of businesses served during the fiscal year	32.0	24.5	32.0	40.9	44.0
Percentage of survey respondents rating site visit as excellent or good	96	96	95	>90	>90
<u>Efficiency:</u>					
Average cost per business served (\$)	84	115	112	102	108
Businesses visited per workyear	1,696	1,209	1,240	1,444	1,429
<u>Workload/Outputs:</u>					
Number of businesses visited	11,023	8,414	11,037	13,000	14,000
Total audience reached	25,157	66,938	66,722	33,876	43,731
Total number of services provided	28,040	26,782	59,542	27,950	35,820
Number of businesses filing initial recycling and waste reduction plans	3	7	11,157	159	139
Number of Annual Reports received covering previous calendar year	593	657	711	650	715
Number of educational events held or participated in	97	90	83	80	80
<u>Inputs:</u>					
Expenditures (\$000)	926	967	1,241	1,330	1,513
Workyears ^j	6.5	7.0	8.9	9.0	9.8

PUBLIC WORKS AND TRANSPORTATION

Solid Waste Services

PROGRAM: Resource Recovery Facility and Related Waste Transfer	PROGRAM ELEMENT:				
PROGRAM MISSION: To reduce the amount of material that must be disposed by landfilling, maximize the recycling of ferrous materials remaining in the waste after other ferrous reduction and recycling efforts, and recover the useful energy content of this renewable energy resource in an environmentally sound and cost-effective manner, while minimizing truck traffic associated with waste hauling					
COMMUNITY OUTCOMES SUPPORTED: <ul style="list-style-type: none">• Provide high-value services• Protect and enhance the environment• Improve the quality of life for citizens					
PROGRAM MEASURES	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 BUDGET	FY08 CE REC
Outcomes/Results:					
Percentage reduction in processable waste landfilled	70.3	70.5	70.5	69.5	68.8
Value of electricity sold (\$000)	15,215	13,102	15,120	16,926	26,807
Truck trips removed from County roads due to rail link	28,449	25,541	27,637	27,111	26,844
Service Quality:					
Processable waste bypassed and disposed elsewhere (tons)	6,405	0	0	0	0
Percentage of operating time the Resource Recovery Facility (RRF) is in compliance with permits	100	100	100	100	100
Efficiency:					
Average net operating cost per ton (\$)	21.78	20.71	18.70	21.91	8.84
Average net debt service cost per ton (\$)	42.36	47.92	43.50	44.27	47.33
Electricity revenue generated per ton processed (\$)	23.77	22.80	24.32	27.75	44.38
Net operating cost per kilowatt hour produced (\$)	0.11	0.11	0.11	0.12	0.10
Workload/Outputs:					
Waste processed at the Resource Recovery Facility (tons)	640,101	574,663	621,822	610,000	604,000
Ferrous materials recovered or recycled at the RRF (tons)	19,627	17,543	16,838	18,300	16,356
Electricity generated (megawatt hours)	387,141	356,637	368,115	356,850	353,340
Inputs:					
Total contract cost to County (\$000)	41,058	39,436	38,678	42,187	34,268
Workyears (County employees)	2.9	2.9	3.3	3.3	2.4